

| <b>Business Function</b>                    | <b>Definition</b>  |
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| <b>Access to Care</b>                       | Access to Care focuses on the access to appropriate care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of type, care, intensity, location and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement.  |
| <b>Accounting</b>                           | Accounting entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of federal funds and expenditure of federal appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable Federal standards (FASAB, Treasury, OMB, GAO, etc.)  |
| <b>Advising and Consulting</b>              | Advising and Consulting involves the guidance and consultative services provided by the federal government to support the implementation of a specific Service for Citizen.  |
| <b>Agricultural Innovation and Services</b> | Agricultural Innovation and Services involves the creation and dissemination of better methods for farming and forestry, including the development of improved and healthier agricultural and forestry products.   |
| <b>Air Transportation</b>                   | Air Transportation involves the activities related to the safe passage of passengers or goods through the air. It also includes command and control activities related to the safe movement of aircraft through all phases of flight for commercial and military operations. Note: The protection of air transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.                        |
| <b>Asset and Liability Management</b>       | Assets and Liability Management provides accounting support for the management of assets and liabilities of the Federal government.  |
| <b>Benefits Management</b>                  | Benefits Management designs, develops, and implements benefit programs that attract, retain and support current and former agency employees.   |
| <b>Border and Transportation Security</b>   | Border and Transportation Security includes appropriately facilitating or deterring entry and exit of people, goods, and conveyances at and between U.S. ports of entry, as well as ensuring the security of transportation and infrastructure networks, facilities, vehicles, and personnel within the United States.   |
| <b>Budget and Performance Integration</b>   | Budget and Performance Integration involves activities that align Federal resources allocated through budget formulation, execution, and management actions with examinations of program objectives, performance, and demonstrated results such as Program Performance Assessments, Government Performance Results Act (GPRA) plans and reports, performance-based agency budget submissions, and Financial Management Cost Accounting and Performance Measurement data. |
| <b>Budget Execution</b>                     | Budget Execution involves the legal (apportionment) and managerial (allotment and sub-allotment) distribution of budget authority to achieve results consistent with the formulated budget.  |
| <b>Budget Formulation</b>                   | Budget Formulation involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.  |
| <b>Business and Industry Development</b>    | Business and Industry Development supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.  |
| <b>Capital Planning</b>                     | Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.   |

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| <b>Catastrophic Defense</b>                      | Catastrophic Defense involves the development of technological countermeasures (chemical, biological, radiological and nuclear [CBRN]) to terrorist threats, conducting laboratory testing on new and promising devices, and conducting basic and applied science that can lead to the development of countermeasures.  |
| <b>Central Fiscal Operations</b>                 | Central Fiscal Operations includes the fiscal operations that the Department of Treasury performs on behalf of the government. Note: Tax-related functions are included within the Taxation Management Sub-function.  |
| <b>Central Personnel Management</b>              | Central Personnel Management involves most of the operating costs of the Office of Personnel Management and related agencies.   |
| <b>Central Property Management</b>               | Central Property Management involves most of the operations of the General Services Administration.   |
| <b>Central Records and Statistics Management</b> | Central Records and Statistics Management involves the operations surrounding the management of official documents, statistics, and records for the entire federal government. This Sub-function is intended to include the management of records and statistics for the federal government as a whole, such as the records management performed by NARA or the statistics and data collection performed by the Bureau of the Census. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that line of business. The Central Records and Statistics Management is intended for functions performed on behalf of the entire federal government. |
| <b>Citizen Protection</b>                        | Citizen Protection involves all activities performed to protect the general population of the United States from criminal activity.   |
| <b>Civilian Operations</b>                       | Civilian Operations describes the direct provision of a non-military service for the citizen by government employees.   |
| <b>Collections and Receivables</b>               | Collections and Receivables includes- deposits, fund transfers, and receipts for sales or service.  |
| <b>Community and Regional Development</b>        | Community and Regional Development involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.   |
| <b>Compensation Management</b>                   | Compensation Management designs, develops, and implements compensation programs that attract, retain and fairly compensate agency employees.  |
| <b>Congressional Liaison Operations</b>          | Congressional Liaison Operations involves all activities associated with supporting the formal relationship between a Federal Agency and the U.S. Congress.   |
| <b>Conservation, Marine and Land Management</b>  | Conservation, Marine and Land Management involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources, both domestically and internationally. It also includes the sustainable stewardship of natural resources on federally owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).   |
| <b>Construction</b>                              | Construction involves all programs and activities in which the federal government builds or constructs facilities, roads, dams, etc.  |
| <b>Contingency Planning</b>                      | Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.   |
| <b>Continuity of Operations</b>                  | Continuity of Operations involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.   |

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| <b>Corrective Action</b>                         | Corrective Action involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.  |
| <b>Cost Accounting / Performance Measurement</b> | Cost Accounting / Performance Measurement is the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources. |
| <b>Crime Prevention</b>                          | Crime Prevention entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.   |
| <b>Criminal Apprehension</b>                     | Criminal apprehension involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing federal crimes.   |
| <b>Criminal Incarceration</b>                    | Criminal Incarceration includes activities associated with the housing, custody and general care of criminals serving time in penitentiaries.  |
| <b>Criminal Investigation and Surveillance</b>   | Criminal Investigation and Surveillance includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.   |
| <b>Criminal Rehabilitation</b>                   | Criminal Rehabilitation includes all government activities devoted to providing convicted criminals with the educational resources and life skills necessary to rejoin society as responsible and contributing members.  |
| <b>Cultural and Historic Exhibition</b>          | Cultural and Historical Exhibition includes all activities undertaken by the US government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.   |
| <b>Cultural and Historic Preservation</b>        | Cultural and Historic Preservation involves all activities performed by the federal government to collect and preserve information and artifacts important to the culture and history of the United States and its citizenry and the education of U.S. citizens and the world.   |
| <b>Customer Service</b>                          | Customer Services supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.  |
| <b>Debt Collection</b>                           | Debt Collection supports activities associated with the collection of money owed to the U.S. government from both foreign and domestic sources.  |
| <b>Direct Loans</b>                              | Direct Loans involve a disbursement of funds by the government to a non-federal borrower under a contract that requires the repayment of such funds with or without interest.  |
| <b>Direct Transfers to Individuals</b>           | Direct Transfers to Individuals involves the disbursement of funds from the federal government directly to beneficiaries (individuals or organizations) who satisfy federal eligibility requirements with no restrictions imposed on the recipient as to how the money is spent. Direct Transfers include both earned and unearned federal entitlement programs such as Medicare, Social Security, unemployment benefits, etc.   |
| <b>Disaster Monitoring and Prediction</b>        | Disaster Monitoring and Prediction involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and  |

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|  | Prediction, is more closely aligned with the Environmental Monitoring and Forecasting? Sub-Function in the Environmental Management Line of Business.  |
| <b>Disaster Preparedness and Planning</b>              | Disaster Preparedness and Planning involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.  |
| <b>Disaster Repair and Restore</b>                     | Disaster Repair and Restore involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of any homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.   |
| <b>Earmarked Grants</b>                                | Earmarked Grants involves the distribution of money to state and local governments for a named purpose or service usually specifically noted by Congress in appropriations language, or other program authorizing language.  |
| <b>Elementary, Secondary, and Vocational Education</b> | Elementary, secondary, and vocational education refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training.  |
| <b>Emergency Response</b>                              | Emergency Response involves the immediate actions taken to respond to a disaster. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.   |
| <b>Employee Performance Management</b>                 | Employee Performance Management designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach. |
| <b>Employee Relations</b>                              | Employee Relations designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights.   |
| <b>Energy Conservation and Preparedness</b>            | Energy Conservation and Preparedness involves protection of energy resources from over consumption to ensure the continued availability of fuel resources and to promote environmental protection. This Line of Business also includes measures taken to ensure the provision of energy in the event of an emergency.  |
| <b>Energy Production</b>                               | Energy Production involves the transformation of raw energy resources into useable, deliverable energy.  |
| <b>Energy Resource Management</b>                      | Energy Resource Management involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.   |
| <b>Energy Supply</b>                                   | Energy Supply involves all activities devoted to ensuring the availability of an adequate supply of energy for the United States and its citizens.   |
| <b>Enterprise Architecture</b>                         | Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organizations people, processes, and technology.   |

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| <b>Environmental Monitoring and Forecasting</b>   | Environmental Monitoring and Forecasting involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, ice sheets, air quality, regulated and non-regulated emissions, as well as the observation and prediction of weather patterns and conditions.   |
| <b>Environmental Remediation</b>                  | Environmental Remediation supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.   |
| <b>Executive Functions</b>                        | Executive Functions involve the Executive Office of the President.   |
| <b>Facilities, Fleet and Equipment Management</b> | Facilities, Fleet, and Equipment Management involves the maintenance, administration, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of the Federal Government.   |
| <b>Federal Asset Sales</b>                        | Federal Asset Sales encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the federal government with a commercial value and sold to the private sector.   |
| <b>Federal Grants (Non-State)</b>                 | Federal Grants involves the disbursement of funds by the federal government to a nonfederal entity to help fund projects or activities. This includes the processes associated with grant administration, including the publication of funds availability notices, development of the grant application guidance, determination of grantee eligibility, coordination of the peer review/evaluation process for competitive grants, the transfer of funds, and the monitoring/oversight as appropriate. |
| <b>Financial Sector Oversight</b>                 | Financial Sector Oversight involves the regulation of private sector firms and markets (stock exchanges, corporations, etc.) to protect investors from fraud, monopolies, and illegal behavior. This also includes deposit protection.   |
| <b>Food and Nutrition Assistance</b>              | Food and Nutrition Assistance involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.  |
| <b>Foreign Affairs</b>                            | Foreign Affairs refers to those activities associated with the implementation of foreign policy and diplomatic relations, including the operation of embassies, consulates, and other posts; ongoing membership in international organizations; the development of cooperative frameworks to improve relations with other nations; and the development of treaties and agreements.   |
| <b>Formula Grants</b>                             | Formula Grants involves the allocation of money to states or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature.  |
| <b>Funds Control</b>                              | Funds Control includes the management of the federal budget process including the development of plans and programs, budgets, and performance outputs as well as financing federal programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.  |
| <b>General Insurance</b>                          | General Insurance involves providing protection to individuals or entities against specified risks. The specified protection generally involves risks that private sector entities are unable or unwilling to assume or subsidize and where the provision of insurance is necessary to achieve social objectives.  |
| <b>General Purpose Data and Statistics</b>        | General Purpose Data and Statistics includes activities performed in providing empirical, numerical, and related data and information pertaining to the current state of the nation in areas such as the economy, labor, weather, international trade, etc.  |

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| <b>General Retirement and Disability</b>               | General Retirement and Disability involves the development and management of retirement benefits, pensions, and income security for those who are retired or disabled.  |
| <b>Global Trade</b>                                    | Global Trade refers to those activities the federal government undertakes to advance worldwide economic prosperity by increasing trade through the opening of overseas markets and freeing the flow of goods, services, and capital.  |
| <b>Goods Acquisition</b>                               | Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the federal government.  |
| <b>Ground Transportation</b>                           | Ground Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.   |
| <b>Health Care Administration</b>                      | Health Care Administration assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, utilization, and fraud/abuse efforts.   |
| <b>Health Care Delivery Services</b>                   | Health Care Delivery Services provides and supports the delivery of health care to its beneficiaries. This includes assessing health status; planning health services; ensuring quality of services and continuity of care; and managing clinical information and documentation..   |
| <b>Health Care Research and Practitioner Education</b> | Health Care Research and Practitioner Education fosters advancement in health discovery and knowledge. This includes developing new strategies to handle diseases; promoting health knowledge advancement; identifying new means for delivery of services, methods, decision models and practices; making strides in quality improvement; managing clinical trials and research quality; and providing for practitioner education..   |
| <b>Help Desk Services</b>                              | Help Desk Services involves the management of a service center to respond to government and contract employees' technical and administrative questions.   |
| <b>Higher Education</b>                                | Higher Education refers to education beyond the secondary level; specifically, education provided by a college or university.   |
| <b>Home Ownership Promotion</b>                        | Homeownership promotion includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. NOTE: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Sub-Function.   |
| <b>Housing Assistance</b>                              | Housing Assistance involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.   |
| <b>HR Strategy</b>                                     | HR Strategy develops effective human capital management strategies to ensure federal organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance. |

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| <b>Human Resources Development</b>           | Human Resources Development designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency's employee development approach.   |
| <b>Industry Sector Income Stabilization</b>  | Industry Sector Income Stabilization involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, commercial transportation, etc.) to ensure the continued availability of their services for the American public and the long-term economic stability of these sectors.  |
| <b>Information Infrastructure Management</b> | Information Infrastructure Management involves the management and stewardship of a type of information by the federal government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here. |
| <b>Information Management</b>                | Information Management involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.  |
| <b>Information Security</b>                  | Information Security involves all functions pertaining to the protection of federal information and information systems from unauthorized access, use, disclosure, disruptions, modification, or destruction, as well as the creation and implementation of security policies, procedures and controls.  |
| <b>Information Sharing</b>                   | Information Sharing relates to any method or function, for a given business area, facilitating: data being received in a usable medium by one or more departments or agencies as provided by a separate department or agency or other entity; and data being provided, disseminated or otherwise made available or accessible by one department or agency for use by one or more separate departments or agencies, or other entities, as appropriate.  |
| <b>Inspections and Auditing</b>              | Inspections and Auditing involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.  |
| <b>Intellectual Property Protection</b>      | Intellectual Property Protection involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries, literary and artistic works, and symbols, names, images, and designs used in commerce.  |
| <b>Intelligence Analysis and Production</b>  | Intelligence Analysis and Production consists of integrating, evaluating, and/or interpreting information from single or multiple sources into intelligence satisfying consumer needs and preparing intelligence products in support of known or anticipated consumers.  |
| <b>Intelligence Collection</b>               | Intelligence Collection involves acquiring raw data and provisioning the data to processing elements.  |
| <b>Intelligence Dissemination</b>            | Intelligence Dissemination consists of delivering intelligence products to consumers.  |

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| <b>Intelligence Planning</b>                            | Intelligence Planning involves developing strategies focused on intelligence requirements, prioritizing these requirements, and managing these requirements (adding, deleting and modifying).   |
| <b>Intelligence Processing</b>                          | Intelligence Processing involves converting collected raw data into forms suitable for analysis.  |
| <b>International Development and Humanitarian Aid</b>   | International Development and Humanitarian Aid refers to those activities related to the implementation of development and humanitarian assistance programs to developing and transitioning countries throughout the world. Development and aid may include technical assistance (the transfer of knowledge and expertise), and the delivery of equipment, commodities and urgent humanitarian assistance including food aid.   |
| <b>Inventory Control</b>                                | Inventory Control refers to the tracking of information related to procured assets and resources with regards to quantity, quality, and location.   |
| <b>IT Infrastructure Maintenance</b>                    | IT Infrastructure Maintenance involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, networks, servers, printers, etc.).  |
| <b>Judicial Hearing</b>                                 | Judicial Hearings includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.   |
| <b>Key Asset and Critical Infrastructure Protection</b> | Key Asset and Critical Infrastructure Protection involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.  |
| <b>Knowledge Dissemination</b>                          | Knowledge Dissemination addresses those instances where the primary method used in delivering a service is through the publishing or broadcasting of information, such as the Voice of America or web-based museums maintained by the Smithsonian. It is not intended to address circumstances where the publication of information is a byproduct of the actual Mode of Delivery. For example, an agency might perform research (the Mode of Delivery) addressing a particular service for citizen (for example environmental management) and as a result publish a report on the findings. In this instance, the research would be the mode of delivery and publishing the report would be a Support Delivery of Service. |
| <b>Labor Relations</b>                                  | Labor Relations manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.   |
| <b>Labor Rights Management</b>                          | Labor Rights Management refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and nondiscrimination policies.  |
| <b>Leadership Protection</b>                            | Leadership Protection involves all activities performed to protect the health and well-being of the president, vice-president, their families, foreign leaders and dignitaries, and other high-level government officials.  |
| <b>Legal Defense</b>                                    | Legal Defense includes those activities associated with the representation of a defendant in a criminal or civil proceeding.  |

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| <b>Legal Investigation</b>                  | Legal Investigation includes activities associated with gathering information about a given party (government agency, citizen, and corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.  |
| <b>Legal Prosecution and Litigation</b>     | Legal Prosecution and Litigation includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility.   |
| <b>Legislation Testimony</b>                | Legislation Testimony involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.   |
| <b>Legislation Tracking</b>                 | Legislation Tracking involves monitoring legislation from introduction to enactment.   |
| <b>Legislative Functions</b>                | Legislative Functions include the costs of the Legislative Branch except for the Tax Court, the Library of Congress, and the Government Printing Office revolving fund.  |
| <b>Lifecycle/Change Management</b>          | Lifecycle/Change Management involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.  |
| <b>Loan Guarantees</b>                      | Loan Guarantees involve any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a non-federal borrower to a non-federal lender, but does not include the insurance of deposits, shares, or other withdraw able accounts in financial institutions. |
| <b>Logistics Management</b>                 | Logistics Management involves the planning and tracking of personnel and their resources in relation to their availability and location.   |
| <b>Management Improvement</b>               | Management Improvement includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.   |
| <b>Manufacturing</b>                        | Manufacturing involves all programs and activities in which the federal government produces both marketable and non-marketable goods.  |
| <b>Military Operations</b>                  | TBD  |
| <b>Official Information Dissemination</b>   | Official Information Dissemination includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.   |
| <b>Operational Defense</b>                  | Operational Defense involves linking tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.   |
| <b>Organization and Position Management</b> | Organization and Position Management designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs..  |
| <b>Payments</b>                             | Payments include disbursements of federal funds, via a variety of mechanisms, to federal and private individuals, federal agencies, state, local and international governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.             |
| <b>Permits and Licensing</b>                | Permits and Licensing involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.  |
| <b>Policy and Guidance Development</b>      | Policy and Guidance Development involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.   |

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| <b>Pollution Prevention and Control</b>                            | Pollution Prevention and Control includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from man-made sources. Environmental Mitigation projects are also included in this business line.   |
| <b>Population Health Management and Consumer Safety</b>            | Population Health Management and Consumer Safety assesses health indicators and consumer products as a means to protect and promote the health of the general population. This includes monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. Also includes evaluation of consumer products, drug, and foods to assess the potential risks and dangers; education of the consumer and the general population; and facilitation of health promotion and disease and injury prevention. |
| <b>Postal Service</b>  | Postal Services provides for the timely and consistent exchange and delivery of mail and packages between businesses, organizations, and residents of the United States or between businesses, organizations, and residents of the United States and the rest of the world. It also includes the nation-wide retail infrastructure required to make Postal Services easily accessible to customers. (Note: The commercial function of mail is more closely aligned with the Business and Industry Development sub-function in the International Affairs LOB.  |
| <b>Product Outreach</b>  | Product Outreach relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.   |
| <b>Program Evaluation</b>  | Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.   |
| <b>Program Monitoring</b>  | Program Monitoring involves the data-gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.   |
| <b>Project/Competitive Grants</b>                                  | Project/Competitive Grants involves the funding, for fixed or known periods, of projects. Project/Competitive grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.   |
| <b>Property Protection</b>   | Property Protection entails all activities performed to ensure the security of civilian and government property as well as foreign diplomatic missions.   |
| <b>Proposal Development</b>  | Proposal Development involves drafting proposed legislation that creates or amends laws subject to Congressional action.  |
| <b>Public Comment Tracking</b>                                     | Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.   |
| <b>Public Relations</b>  | Public Relations involves the efforts to promote an organization's image through the effective handling of citizen concerns.  |
| <b>Public Resources, Facilities, and Infrastructure Management</b> | Public Resources, Facilities and Infrastructure Management involves the management and maintenance of government owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community at large as well as to the direct user. Examples of facilities and infrastructure include schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, oil reserves, etc.   |

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| <b>Record Retention</b>                                     | Record Retention involves the operations surrounding the management of the official documents and records for an agency.  |
| <b>Recreational Resource Management and Tourism</b>         | Recreational Resource Management and Tourism involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.  |
| <b>Regulatory Creation</b>                                  | Regulatory Creation involves the activities of researching and drafting proposed and final regulations.   |
| <b>Reporting and Information</b>                            | Reporting and Information includes providing financial information, reporting and analysis of financial transactions.   |
| <b>Research and Development</b>                             | Research and Development involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.  |
| <b>Resolution Facilitation</b>                              | Resolution Facilitation refers to those activities outside a court of law, such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, and corporation).  |
| <b>Rule Publication</b>                                     | Rule Publication includes the all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.   |
| <b>Scientific and Technological Research and Innovation</b> | Scientific and Technological Research and Innovation includes all federal activities whose goal is the creation of new scientific and/or technological knowledge as a goal in itself, without a specific link to the other Lines of Business or Sub-Functions of the BRM. NOTE: Research and development programs that directly support another Service For Citizen should not be included here.  |
| <b>Security Management</b>                                  | Security Management involves the physical protection of an organizations personnel, assets, and facilities.   |
| <b>Separation Management</b>                                | Separation Management conducts efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.  |
| <b>Service Recovery</b>                                     | Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.   |
| <b>Services Acquisition</b>                                 | Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.   |
| <b>Services for Citizens</b>                                |   |
| <b>Social Services</b>                                      | Social Services are designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, disabled, etc. Such services include family life education and counseling, adoption, guardianship, foster family care, rehabilitation services, etc. |
| <b>Space Exploration and Innovation</b>                     | Space Exploration and Innovation includes all activities devoted to innovations directed at human and robotic space flight and the development and operation of space launch and transportation systems, and the general research and exploration of outer space.   |
| <b>Space Operations</b>                                     | Space Operations involves the activities related to the safe launches/missions of passengers or goods into aerospace and includes commercial, scientific, and military operations.  |

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| <b>Staff Acquisition</b>                                | Staff Acquisition establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees. |
| <b>Standard Setting/Reporting Guideline Development</b> | Standard Setting/Reporting Guideline Development involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.   |
| <b>State Loans</b>                                      | State Loans involve all disbursement of funds by the government to a state or local government (or Indian Tribe) entity under a contract that requires the repayment of such funds with or without interest.  |
| <b>Strategic National and Theater Defense</b>           | Strategic National and Theater Defense involves establishing national and multinational military objectives; sequencing initiatives; defining limits and assess risks for the use of military and other instruments of national power; developing global plans or theater war plans to achieve these objectives; and providing military forces and other capabilities in accordance with strategic plans.   |
| <b>Strategic Planning</b>                               | Strategic Planning entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.   |
| <b>Subsidies</b>  | Subsidies involve federal government financial transfers that reduce costs and/or increase revenues of producers.   |
| <b>Substance Control</b>                                | Substance Control supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale, distribution, and other related activities.   |
| <b>Survivor Compensation</b>                            | Survivor Compensation provides compensation to the survivors of individuals currently receiving or eligible to receive benefits from the federal government. This includes, but is not limited to, survivors such as spouses or children of veterans or wage earners eligible for social security payments.   |
| <b>System and Network Monitoring</b>                    | System and Network Monitoring supports all activities related to the real-time monitoring of systems and networks for optimal performance.  |
| <b>System Development</b>                               | System Development supports all activities associated with the in-house design and development of software applications.  |
| <b>System Maintenance</b>                               | System Maintenance supports all activities associated with the maintenance of in-house designed software applications.  |
| <b>Tactical Defense</b>                                 | Tactical Defense involves focusing on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives.  |
| <b>Tax and Fiscal Policy</b>                            | Tax and Fiscal Policy encompasses analysis of the implications for economic growth and stability in the United States and the world of Federal tax and spending policies. This includes assessing the sustainability of current programs and policies, the best means for raising revenues, the distribution of tax liabilities, and the appropriate limits on debt.  |
| <b>Tax Credits</b>                                      | Tax Credits allow a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability  |

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|  | designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.   |
| <b>Taxation Management</b>                         | Taxation Management includes activities associated with the implementation of the Internal Revenue Code and the collection of taxes in the United States and abroad.  |
| <b>Training and Employment</b>                     | Training and Employment includes programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers.   |
| <b>Travel</b>                                      | Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.  |
| <b>Unemployment Compensation</b>                   | Unemployment Compensation provides income security to those who are no longer employed, while they seek new employment.   |
| <b>User Fee Collection</b>                         | User fee collection involves the collection of fees assessed on individuals or organizations for the provision of Government services and for the use of Government goods or resources (i.e. National Parks).   |
| <b>Water Resource Management</b>                   | Water Resource Management includes all activities that promote the effective use and management of the nation's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business. Hydroelectric energy production is included in the Energy Production Sub-Function.    |
| <b>Water Transportation</b>                        | Water Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over sea and water. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business. |
| <b>Worker Safety</b>                               | Worker Safety refers to those activities undertaken to save lives, prevent injuries, and protect the health of America's workers.   |
| <b>Workforce Planning</b>                          | Workforce Planning involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.  |
| <b>Workplace Policy Development and Management</b> | Workplace Policy Development and Management includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.  |

